

LESSON 1. OPERATIONAL SUPPORT AIRLIFT (OSA): BACKGROUND AND CONCEPT OF OPERATIONS

Setup. To accomplish this lesson you need the JALIS course training manual.



Slide 1-1. Operational Support Airlift (OSA) - Background & Concept of Operations

Terminal Learning Objective:

Given instruction, understand and appreciate the history and evolution of the OSA scheduling process and the roles of the different players in the system.

Enabling Learning Objectives:

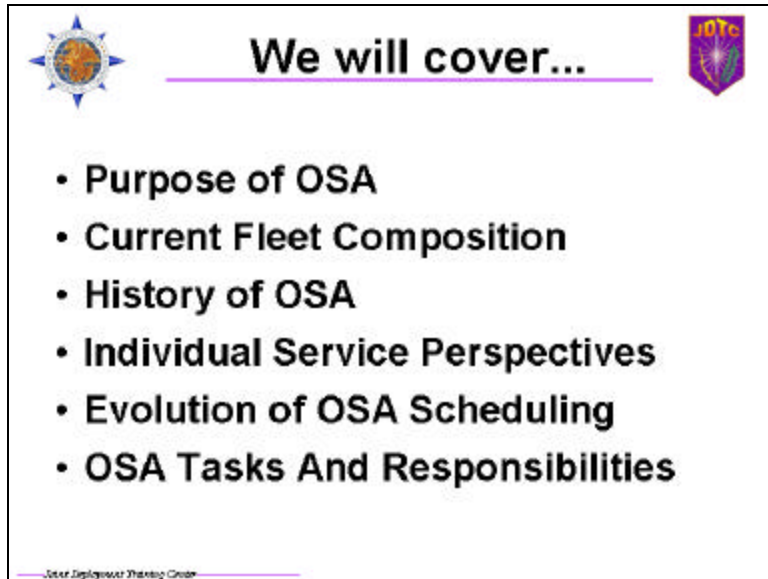
1. Given the history of OSA scheduling, recall the evolution to OSA consolidated scheduling.
2. Given a description of the Joint Operational Support Airlift Center (JOSAC) mission, describe the fundamental features (tasks and roles).

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LESSON 1. OPERATIONAL SUPPORT AIRLIFT (OSA): BACKGROUND AND CONCEPT OF OPERATIONS

Terminal Learning Objective:

Given instruction, understand and appreciate the history and evolution of the OSA scheduling process and the roles of the different players in the system.



The slide features a title 'We will cover...' in a large, bold, black font, underlined. To the left of the title is a circular logo with a globe and a star. To the right is a purple shield logo with the letters 'JALIS' in white. Below the title is a bulleted list of six topics. At the bottom left, there is a small text line: 'Joint Deployment Training Center'.

- Purpose of OSA
- Current Fleet Composition
- History of OSA
- Individual Service Perspectives
- Evolution of OSA Scheduling
- OSA Tasks And Responsibilities

Slide 1-2. We will cover...

Lesson Overview. During this lesson, you will review the history of OSA to include the purpose, background, and current fleet composition. Then you will review the individual Service perspectives on OSA and examine the evolution from individual Service scheduling to a brief period of coordinated scheduling to present day consolidated scheduling. You will then examine the JOSAC Concept of Operations (CONOPS) to include fundamental tasks and roles and learn about the Department of Defense (DoD) program requirements.

Transition. You need to understand the history of OSA to better understand why the DoD is currently doing consolidated scheduling through the JOSAC and why you are using the Joint Air Logistics Information System (JALIS). Although the history will not be covered in detail, there will be a discussion of the basic information to help you answer, how did you get here? If you wish to learn more than what is covered in this lesson, the entire history is available in this lesson.

I. Fundamental Areas. Whether you are a Requester/Validator, JOSAC Scheduler, or OSA Flying Unit JALIS User, there are four fundamental areas of expertise in which you possess some knowledge that will help you accomplish your duties. These four areas are:

A. DoD Operations. An overall understanding of DoD operations is essential. If you do not know the meaning of transportation, passengers, organizations, crew days, etc., your job will be more difficult.

B. OSA Operations. An overall understanding of OSA will greatly assist you in meeting the challenges. Not only do you need to know the purpose, but you must also know about units, aircraft, time zones, and geography.

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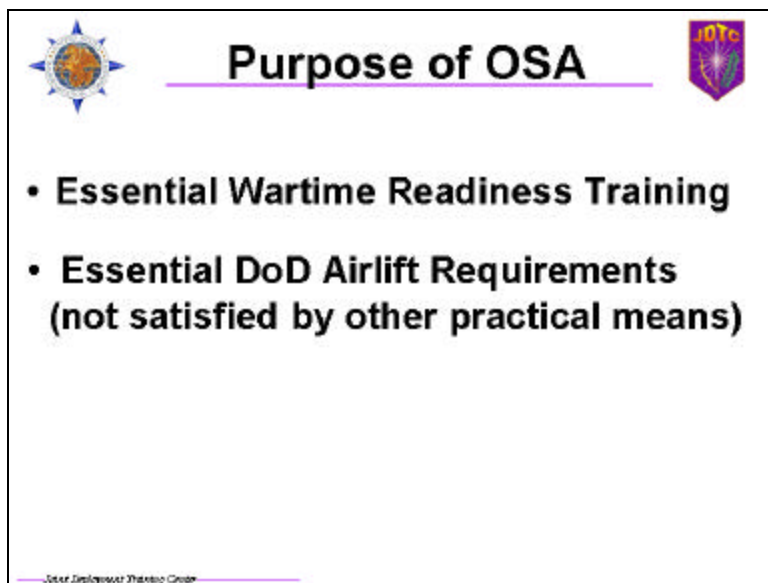
C. **Scheduling.** An overall understanding of scheduling and the concepts involved will greatly assist you in meeting the challenges. You must understand the basic concepts of a transportation schedule and how you fit into the scheduling process.

D. **JALIS.** Finally, you need specific understanding of how to use JALIS to accomplish scheduling of DoD OSA. That is why you are in this class.

Transition. In this course, the collective goal is to present material in these four areas that will help improve your ability to get your job done.

OBJECTIVE 1-1. Given the history of OSA scheduling, recall the evolution to OSA consolidated scheduling.

II. **History of OSA.** OSA has been recognized as a distinct mission since before World War II. The Services have grown their own OSA fleets to support their OSA requirements. Beginning in 1995, scheduling operations have transitioned from centralized scheduling by each Service, to coordinated scheduling between the Services, to DoD-wide consolidated scheduling by the JOSAC.



Purpose of OSA

- **Essential Wartime Readiness Training**
- **Essential DoD Airlift Requirements
(not satisfied by other practical means)**

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Slide 1-3. Purpose of OSA

A. **Purpose of OSA.** OSA aircraft are used for logistics needs and to ensure military effectiveness in support of national defense policies. The OSA system currently provides essential wartime readiness training (e.g., aircrew proficiency) to meet wartime requirements. Added to that is the other OSA peacetime mission: to meet essential DoD airlift requirements that cannot be satisfied by other means (priorities 1 and 2). The OSA mission includes the movement of high priority passengers and cargo with time, place, and mission sensitive requirements flown in support of DoD-directed operations and other critical Commander required commitments, which must be satisfied by DoD owned OSA aircraft.

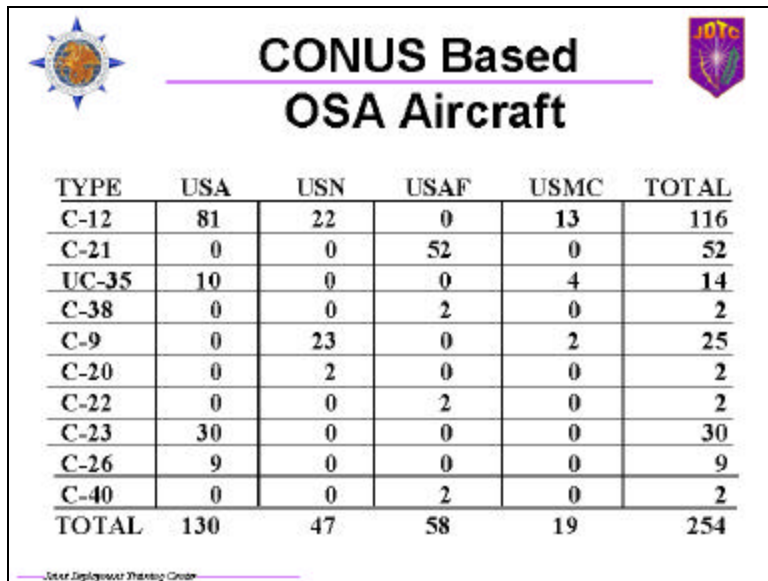
B. **Background of OSA.** OSA has been in a political state of flux for the past three decades.

1. Since May 1968, 16 major audits of the OSA system have been conducted by a variety of agencies with diverse results. Real and perceived violations have caused high levels of concern regarding OSA operations and management. Is this a private job perk for senior officials or is there a real wartime mission that can be satisfied by no other means?

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2. These inquiries and perceptions, along with the need to seek greater efficiency and effectiveness in DoD programs, led to an evolution from individual Service scheduling to coordinated and consolidated scheduling.

C. Current OSA Fleet Composition. The current worldwide OSA fleet consists of approximately 375 aircraft of 14 different types. Of the 375, about 254 aircraft of 10 types are assigned to Continental United States (CONUS) OSA flying units, as shown in Slide 1-4, and are designated for scheduling and centralized control by JOSAC. These 254 aircraft are located at 85 separate Active, Reserve, and National Guard CONUS operating locations.



TYPE	USA	USN	USAF	USMC	TOTAL
C-12	81	22	0	13	116
C-21	0	0	52	0	52
UC-35	10	0	0	4	14
C-38	0	0	2	0	2
C-9	0	23	0	2	25
C-20	0	2	0	0	2
C-22	0	0	2	0	2
C-23	30	0	0	0	30
C-26	9	0	0	0	9
C-40	0	0	2	0	2
TOTAL	130	47	58	19	254

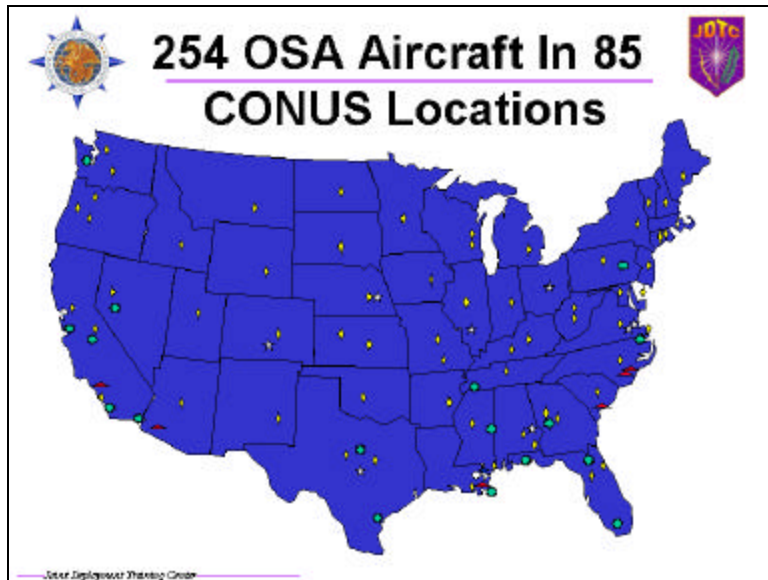
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Slide 1-4. World Wide OSA Fleet

Transition. This slide gives you the breakdown of the types and numbers of aircraft that JOSAC deals with in scheduling the CONUS OSA assets.

Note. The Services are all performing the same general OSA mission. However, they differ in their implementation with each Service having unique ways of doing business, cultures, and customers. The challenge is to have the right capability available at the right place at the right time. The key is understanding that capability consists of an available aircraft, a trained crew, and programmed flying hours to accomplish the mission.

Transition. This slide gives you an idea of the location of the OSA assets within the CONUS.

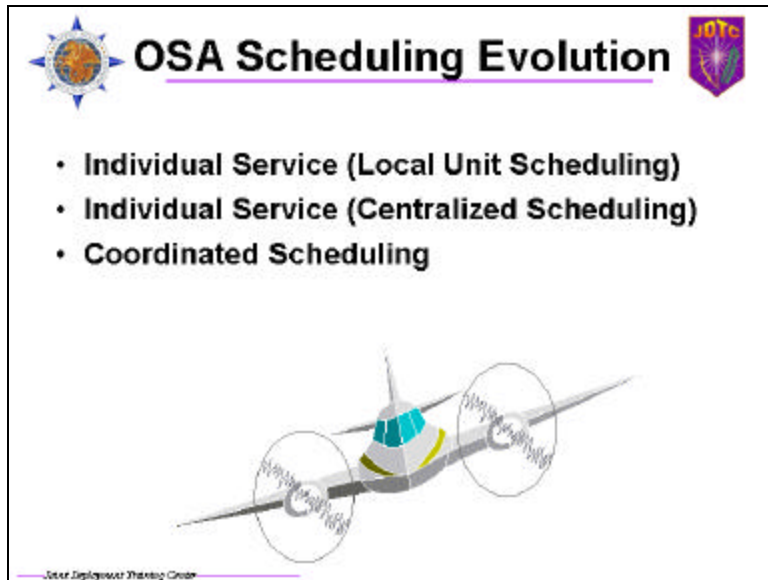


Slide 1-5. CONUS OSA Locations

Transition. You now have some concept of the background and purpose of OSA. Next you will see how each Service has evolved its own personal version of OSA.

D. Individual Service Scheduling. For many years, the separate Services were responsible for their own OSA missions. Each Service owned, operated, and scheduled its own assets. They provided airlift to their own Service's customers with their own Service's aircraft. Cross-utilization of one Service's assets to support another Service's customers rarely occurred. In fact, for many years no Service had its own centralized scheduling activity. Instead, they operated from multiple OSA scheduling nodes.

Note. Examine an example of Decentralized Scheduling. If you can imagine for a moment, Delta (St Louis), Delta (Denver), Delta (Colorado Springs), Delta (Kansas City), and Delta (Los Angeles) all being responsible for separately scheduling their own customers and their own airplanes. When do schedules and the use of airplanes overlap? Can customers change planes? Can Delta (St Louis) customers ride on Delta (Denver) aircraft? How does Delta (St Louis) schedule customers on Delta (Denver) aircraft? Can you conduct "hub and spoke" operations? This is the situation the Services encountered when they had decentralized scheduling operations within their own Services and the situation the DoD encountered prior to centralized control/consolidated scheduling at JOSAC.

**Slide 1-6. OSA Scheduling Evolution**

1. **United States Army (USA).** In peacetime, the USA uses Service Support Airlift (SSA) aircraft to prepare the Army for war as defined in USC Title 10.

a. Army SSA aircraft, which will be referred to as OSA aircraft, provide priority transport for senior leaders and commanders, the timely and cost effective movement of equipment and personnel, and secure transport for classified material and critical equipment.

b. The USA implemented centralized scheduling in the mid-1980s, complying with Office of Management and Budget (OMB) and DoD directives to minimize costs and improve the management and use of government aviation resources. The Consolidated Army Service Support Office (CASSO) became the Operational Support Airlift Center (OSAC) in 1992.

c. Increased use of the National Guard to execute the CONUS mission was investigated by the Department of the Army.

(1) As a result of the investigation, USA and Army National Guard (ARNG) OSA programs were merged under the National Guard in order to improve the effectiveness and efficiency of CONUS Army assets.

(2) This new command, Operational Support Airlift Command (OSACOM), was established on 2 October 1995 at Fort Belvoir, VA. Recent reorganizations have changed OSACOM from a command to an agency and renamed it the Operational Support Airlift Agency (OSAA).

d. OSAA is responsible for coordinating and scheduling the Army's Regional Flight Centers and for managing 49 state flight detachments across CONUS and Alaska. In February 1997, Army CONUS OSA scheduling became the responsibility of the JOSAC.

e. OSACOM is the single point of airlift request verification for the Army.

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2. **United States Navy (USN).** The USN has an extensive system of airlift that supports OSA requirements, Carrier Air Group (CAG) movements, and Navy Unique Fleet Essential Aircraft (NUFEA) requirements.

a. The USN operates T-39s and C-12s to support its CONUS OSA missions. The majority of USN C-12 missions are flown by active duty pilots as an additional duty, although some are flown by Navy reservists and Training and Administration of Reserves (TAR) pilots.

b. The USN also operates a fleet of larger aircraft (C-9s, C-130s, and C-20Gs) supporting the USN missions designated as NUFEA and CAG.

(1) These larger aircraft are primarily flown by selected reserve pilots in drill status to maintain flight proficiency for wartime requirements. At times, these missions are augmented by TAR pilots.

(2) The NUFEA mission is specifically intended for unpredictable, quick reaction, high priority airlift of people, cargo, and mail in support of aircraft carrier and other fleet movements. NUFEA is designated to provide wartime movement of personnel and materiel from both CONUS and Outside Continental United States (OCONUS) Aerial Ports of Embarkation (APOEs) to the Carrier/Vertical Onboard Delivery (C/VOD) airhead sites and, ultimately, to the fleet by a combination of fixed and rotary winged aircraft.

(3) The CAG mission is specifically intended to transport aircraft carrier support personnel and equipment between the port and their home base. This type of mission occurs prior to an aircraft carrier deployment or when it returns to port.

c. In the Spring of 1996, the Navy's NUFEA mission was included as a portion of the Navy's OSA mission.

d. The CONUS USN OSA schedules have been developed at the Naval Air Logistics Office (NALO) in New Orleans, LA. NALO also supports OCONUS USN schedulers with software and hardware and is the Chief of Naval Operations (CNO) executive agent for USN airlift scheduling. Further, NALO maintains the logistics (both cargo and pax) database for all Navy flights. In December 1996, Navy CONUS OSA scheduling became the responsibility of JOSAC.

e. NALO remains the single point of airlift request validation and verification for the Navy.

3. **United States Marine Corps (USMC).** The USMC has been directly involved in OSA operations for over 20 years.

a. The USMC received its first OSA aircraft in February 1974. These aircraft are considered Base and Command Support (BCS) assets; their function is similar to Army SSA.

b. By December 1980, the USMC OSA fleet grew to a total of 26 aircraft and has remained relatively stable. These assets are geographically dispersed throughout CONUS and two locations in the Pacific theater.

c. The USMC schedules OSA assets to meet short notice, high priority requests and cost effective movements of equipment and personnel.

d. In the past, USMC OSA assets were scheduled through NALO in New Orleans using the Naval Air Logistics Information System (NALIS) as a scheduling tool. In

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August of 1993, the USMC established a detachment of two scheduling personnel at the USA's OSACOM in order to access the USA's Centralized Army Aviation Support System (CAASS).

e. On 1 December 1994, the USMC centralized scheduling of OSA assets through the Headquarters (HQ) USMC, Aviation Department, to improve management and efficiencies of limited OSA assets.

f. On 1 October 1996, all scheduling activities for Marine OSA missions were assumed by JOSAC. They also established four points of validation: an east coast location, a west coast location, a reserve location, and HQ USMC.

4. United States Air Force (USAF). The USAF has an extensive history of OSA operations.

a. USAF missions similar to present day OSA have occurred since before World War II when it was still the Army Air Corps.

b. USAF's support aircraft inventory has been reduced over time from more than 3,300 in 1959 to less than 700 in 1972 to only 103 in 1996. This drawdown made it increasingly difficult to support staff administration flying hour requirements.

c. The CT-39 was established as the core asset for USAF administrative airlift in 1974. In 1975, 106 CONUS T-39s were assigned to the Military Airlift Command (MAC) for central management. At that time, fifteen bases supported operational training of pilots and the OSA mission.

d. By the early 1980s, the USAF's primary OSA aircraft, the CT-39A, was nearing the end of its useful life. The C-12F and C-21A were chosen to replace the CT-39A as the USAF's short- and long-range OSA aircraft, respectively.

e. The USAF's pilot proficiency requirement in support aircraft has been a subject of study since 1971.

(1) In the 1980s the USAF changed its major justification for OSA from one of pilot proficiency to pilot seasoning/aging. Since then, the number of undergraduate pilot training (UPT) graduates flying OSA missions grew from 15 per year in 1980 to 75 per year in 1983.

(2) Today, approximately 52 percent of USAF OSA missions are flown by active duty UPT graduates prior to major weapon system assignment.

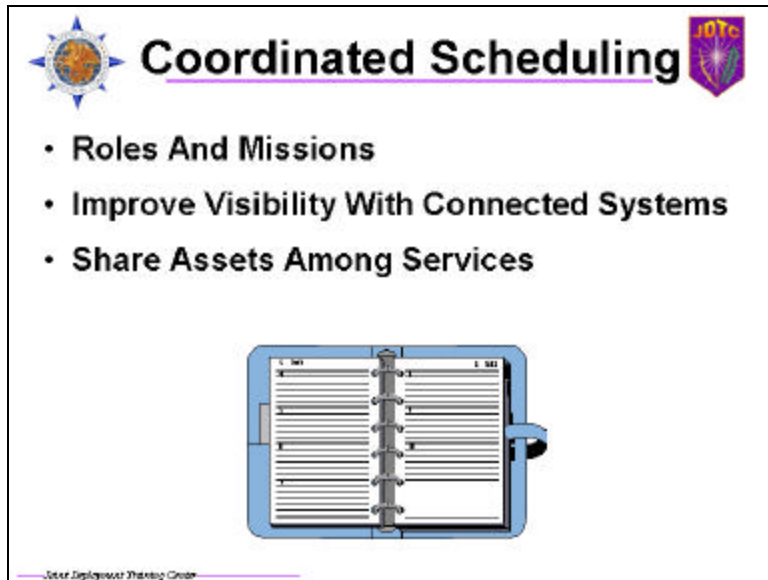
f. Budget reductions during the early 1990s resulted in the USAF developing six different basing and force options for OSA aircraft. The approved option developed by MAC called for the elimination of the CONUS C-12 fleet and for OSA aircraft to be located at nine CONUS USAF bases.

g. In the early 1990s, there was a reversal of the 1975 consolidation as the Air Mobility Command (AMC) divested most OSA assets to various other USAF major commands (MAJCOMs). In 1996, the decision was reversed. In October 1996 Air Force CONUS OSA scheduling became the responsibility of the JOSAC. OSA assets returned to AMC in April 1997.

h. The Air Force has validators at MAJCOMs, the Air Staff, and some specific Numbered Air Forces.

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Transition. What all of this meant was that you had four separate and distinct programs with very little cross utilization. As resources became more limited, that situation was no longer acceptable. It led to close scrutiny by outside agencies and a requirement for coordinated scheduling.



Slide 1-7. Coordinated Scheduling

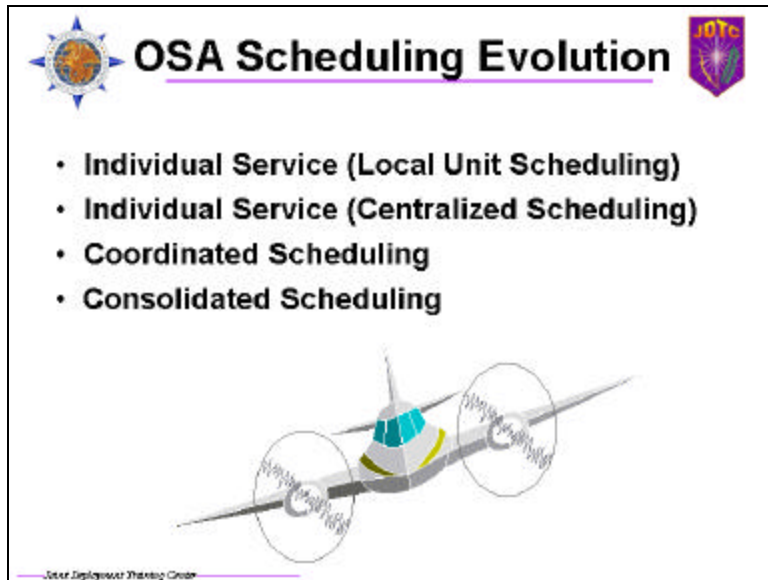
E. **Coordinated Scheduling.** Recently, the size and organization of DoD's OSA fleet has come under significant scrutiny.

1. Based on the February 1993 report on roles, missions, and functions of the Armed Forces of the United States, the Secretary of Defense (SECDEF) tasked the Chairman of the Joint Chiefs of Staff (CJCS) to reduce the OSA fleet to the number required to meet wartime requirements.
2. In a related action, CJCS tasked the Commander, United States Transportation Command (USTRANSCOM) to examine coordinated scheduling of individual Service OSA assets.

Note. CONUS OSA scheduling was, by this time, centralized in each of the Services, respectively at NALO (New Orleans) for the Navy; at OSACOM (Ft Belvoir) for both the Army and the Marine Corps; and at the Tanker Airlift Control Center (TACC/XOF) (Scott Air Force Base) for the Air Force.

- a. On 31 August 1993, USTRANSCOM submitted to the Joint Staff a two-phased Implementation Plan (IPlan) for coordinated scheduling of CONUS OSA assets.
- b. Under Phase I, the scheduling systems of each Service remained decentralized. It provided for improved visibility and sharing of asset information via software enhancements that converted USN, USMC, and USAF schedules to the CAASS.
- c. Phase II called for a transition to a common system platform for all Services using a modernized NALIS which was called Relational NALIS (RNALIS).
- d. The IPlan designated the USN as the joint program manager for RNALIS, which was redesignated JALIS.

Transition. Coordinated scheduling, for whatever reason, did not work. The next step in the evolutionary process was consolidated scheduling.



Slide 1-8. OSA Scheduling Evolution

Transition. A new study was ordered that would lead to where OSA is today. The directive, identifying joint use for OSA missions, began as a challenge.



Slide 1-9. The Challenge . . . Improve

F. **Challenge.** In 1995, the SECDEF tasked the CJCS to examine the ways and means that the Services were managing OSA and in turn make any necessary changes to improve the overall management of OSA. There were four basic components where improvements were to be addressed. They were:

1. **Customer Satisfaction.** To improve customer satisfaction, you must determine who your customers are. The obvious customer, the government traveler, may not be the real, primary customer. In wartime, national emergency, etc., the traveler is the primary customer. However, when peacetime non-emergency OSA is operating, the primary customers are the

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crews in training. The primary customer is the one you should first satisfy. You then turn your efforts to subordinate customers.

2. **Operational Effectiveness.** Effectiveness is oriented toward meeting DoD operating policies. This is measured by determining if the customer traveled to where they needed to be when they needed to be there.

3. **Operational Efficiency.** Efficiency can be looked at as filling the maximum number of seats possible while flying the shortest possible route to fill those seats. The efficient route may not be the proverbial straight line or the most effective.

4. **Accountability.** Be accountable to the American taxpayer. If you expended the resources accomplishing the mission you were assigned in the most efficient manner you could reasonably be expected to do, you did your job. The problem of “Monday morning quarterbacking” will always occur.

At times these four components can be at odds with each other. Customer satisfaction may not lend itself to efficiency or effectiveness. You will look for ways to maximize each to the greatest extent possible.



Slide 1-10. OSA Management Improvement

G. **Consolidated Scheduling.** After reviewing the results of coordinated scheduling, CJCS directed the Commander, USTRANSCOM to provide recommendations for improved management of OSA.

1. In response to the directive, USTRANSCOM developed a report of recommendations, dated 19 January 1996, related to scheduling, operations, and flying hours of the DoD CONUS OSA fleet. There were three main recommendations:


**Slide 1-11. USTRANSCOM Recommendations**

- a. Reduce flying hours to the number required to accomplish required training and maintain aircrew proficiency.
 - b. Consolidate OSA scheduling for all the Services under a single commander.
 - c. Continue multi-Service ownership of OSA assets.
2. Following acceptance of the USTRANSCOM report, CJCS directed the Commander, USTRANSCOM to develop an IPlan to create a Joint Consolidated Scheduling Activity, now known as JOSAC, at Scott AFB, IL.
 3. In April 1996, USTRANSCOM submitted the IPlan to CJCS as a framework for joint scheduling, operations, and command and control for all CONUS OSA aircraft.
 4. Consolidated scheduling is built on the principle of centralized control and decentralized execution.
 - a. JOSAC has centralized control, command, and tasking authority and is responsible for scheduling all CONUS OSA assets.
 - b. The Services, via the actual flying units, are the decentralized execution arm and are responsible for training, equipping, and managing day-to-day aircraft operations. They execute the missions assigned to them.


Objective Summary. The OSA business has evolved over the years, gaining efficiencies with each evolutionary step.

Transition. That covers the history of OSA to this point. What you need to do now is review the who, what, where, when, why, and “the big” how. In other words, the total concept.

OBJECTIVE 1-2. Given a description of the JOSAC mission, describe the fundamental features (tasks and roles).



JOSAC will...



Effectively and efficiently use available CONUS OSA assets to support the highest priority DoD customer requests


How will JOSAC do this?

by optimally programming, planning, scheduling, modifying, executing, and tracking CONUS OSA missions.


Joint Deployment Training Center**Slide 1-12. JOSAC will...**

III. **JOSAC Concept of Operations.** Per DoD Directive 4500.43, JOSAC is tasked with effective and efficient use of available CONUS OSA assets to support the highest priority DoD customer requests by optimally programming, planning, scheduling, modifying, executing, and tracking (by exception) CONUS OSA missions.

Transition. These marching orders have resulted in the creation of the JOSAC Mission Statement.



JOSAC Mission



JOSAC performs consolidated scheduling of CONUS-based operational support aircraft, achieving wartime readiness by supporting the highest priority peacetime DoD missions. This high performance joint service team provides timely and flexible service through enhanced customer relations.

Joint Deployment Training Center**Slide 1-13. JOSAC Mission**

IV. **JOSAC Mission.** The JOSAC performs consolidated scheduling of CONUS-based operational support airlift, achieving wartime readiness by supporting the highest priority peacetime DoD missions. This high performance joint service team provides timely and flexible service through enhanced customer relations.

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Note. Effective 1 October 1996, USTRANSCOM became responsible for accepting requests from Air Force and Marine Corps customers and scheduling Air Force and Marine Corps OSA aircraft. Navy requests and aircraft were phased in effective 1 December 1996, and Army requests and aircraft were phased in effective 1 February 1997.

A. **Who.** JOSAC, the Services, and the 101 home stations of the OSA Flying Units will implement this plan.

B. **What.** They will effectively use available CONUS OSA assets to accomplish the OSA mission.

C. **When.** The consolidation process began 1 October 1996 for Air Force and Marine Corps, added the Navy on 1 December 1996, and finally the Army on 1 February 1997.

D. **Where.** JOSAC will direct OSA operations throughout CONUS under the authority of the Commander, USTRANSCOM. Overseas OSA operations will remain with the theater Commanders and Service specific schedulers.

E. **Why.** The why involves many things. OSA operations have trained crews, provided currency flying, and moved passengers and cargo for many years. Why OSA is doing this now is to be prepared to execute the wartime mission of carrying high priority requirements in support of the conflict. In peacetime, OSA trains the crews in this mission while supporting the highest priority DoD customer requests.

F. **How.** JOSAC will do this by optimally programming, requesting/validating/verifying, planning, scheduling, modifying, executing, and tracking CONUS OSA missions.

1. **Programming.** Prior to the beginning of each fiscal year, the Services will program annual flying hours for each OSA mission/design/series (M/D/S) aircraft. Based on these programs, each Service will examine historical data to project and plan the flying tempo for each M/D/S supporting the OSA mission. This review allows programming quarterly, monthly, and weekly requirements that will be divided among flying units, which are then provided to JOSAC for scheduling.

2. **Requesting/Validating/Verifying.** All customer requests will flow from Service validators/verifiers to JOSAC via JALIS.

a. Only Service validated/verified requests will be entered into the JOSAC JALIS database. The input of those requests into JALIS will be accomplished by Service validators/verifiers. The Army and Navy each have only a single point of verification, the Marines have four validators, and the Air Force has over 35 validators.

b. Customers may use any mechanism accepted by their validator to forward requests.

c. Customers should make their requests as early as requirements are known.

d. Paper copies of requests will be in the DoD OSA format which requires validators' certification of priority, urgency, justification, and category. The DD Form 2768, Military Air Passenger/Cargo Request, is the prescribed form to request OSA airlift and must remain on file with the requesting officials/validators for two years.

e. Services will retain the paper copy request for audit capability.

3. **Planning.** JOSAC will plan actual OSA missions based on available assets, valid requests, and indicated Priority, Urgency, Justification, and Category (PUJC) codes validated/verified through Service channels and entered into JALIS.

4. **Scheduling.** In order to efficiently use available lift and avoid the turmoil of last minute changes, JOSAC will use a three-phase mission scheduling process. The three phases are standard, modification, and alert/execution. JOSAC scheduling processes and procedures

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will comply with all individual Service aviation rules and procedures. Standard schedules will be completed by JOSAC scheduling teams in accordance with (IAW) JOSAC standard operating procedures. The standard schedule currently has large lifts, 9 or more passengers, scheduled on D-10 and small lifts, fewer than 9 passengers, on D-4. All requests will receive a yes or no answer from JOSAC no later than D-4 for small aircraft and D-10 for large aircraft. After standard schedules are published, modifications will be made to the schedule to meet last minute high priority requests.


Note. D-4 for a request originating on a Wednesday will be the preceding Friday. If no aircraft are available on Friday, it is presumed none will become available over the weekend.

5. Modifying. Customers may request modification (add on, change, cancel) to any published schedule.


- a. JOSAC will determine if the modification can be accommodated without disrupting other priority missions and communicate a yes or no answer to the validator/customer.
- b. JOSAC is charged with efficiently using airlift and will modify the standard schedule if greater optimization of airlift toward DoD priorities is possible.
- c. Changes to the optimized, standard schedule will be avoided unless circumstances dictate an urgent need.

6. Execution and Tracking. To ensure tasking is effectively executed, JOSAC will track all CONUS OSA missions by exception. The Federal Aviation Administration (FAA) Enhanced Traffic Management System (ETMS), JALIS, telephone, etc., enable timely reaction to priority changes, even as missions are underway.

Transition. The rules under which the JOSAC operates were specifically created by the DoD to prevent abuses of the system. There are three primary publications that establish the rules you must know to properly perform your job.



DoD Program Requirements



- DoDD 4500.43 Operational Support Airlift
- DoDD 4500.56 Use Of Government Aircraft And Air Travel
- DoD 4515.13-R Air Transportation Eligibility
- JOSAC's OSA User Guide
 - Implements DoD Directives

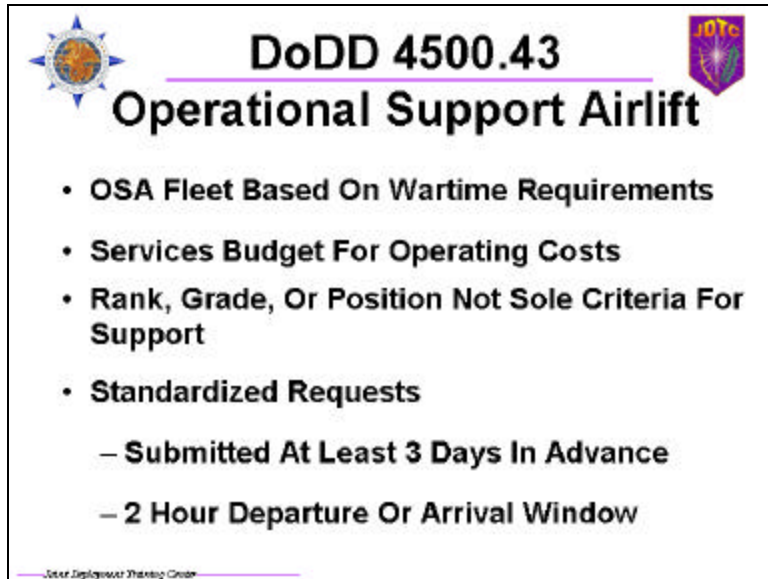
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Slide 1-14. DoD Program Requirements

V. DoD Program Requirements. The three basic DoD publications that affect how the OSA program will operate are DoDD 4500.43, DoDD 4500.56, and DoD 4515.13-R. These publications apply to

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everyone within the DoD. The Operational Support Airlift User Guide is published by JOSAC to implement the three DoD directives.



The slide features a title box with a blue star icon on the left and a purple shield icon on the right. The title is "DoDD 4500.43 Operational Support Airlift". Below the title is a bulleted list of requirements. At the bottom left, there is a small text credit: "Joint Deployment Training Center".

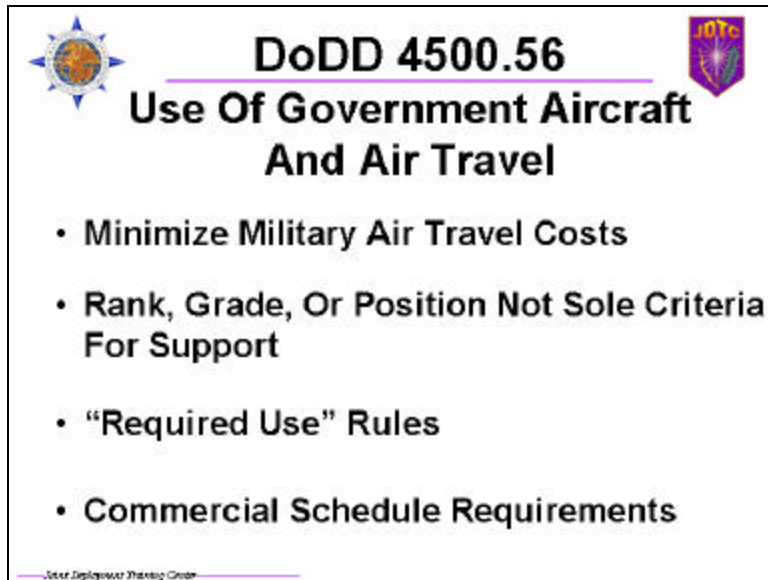
- **OSA Fleet Based On Wartime Requirements**
- **Services Budget For Operating Costs**
- **Rank, Grade, Or Position Not Sole Criteria For Support**
- **Standardized Requests**
 - **Submitted At Least 3 Days In Advance**
 - **2 Hour Departure Or Arrival Window**

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Slide 1-15. DoDD 4500.43 Operational Support Airlift

A. **DoDD 4500.43 Operational Support Airlift (OSA).** This directive applies to the Office of the Secretary of Defense, the Military Departments, the CJCS, the Combatant Commands, the Defense Agencies, and the DoD Components; basically everyone within the DoD. This directive established the policy for the use of OSA aircraft.

1. The OSA aircraft inventory shall be based solely on the joint wartime readiness requirements of the Combatant Commands and the Military Departments, approved by the SECDEF.
2. The DoD Components shall budget for the costs of operating their OSA aircraft. The aircraft shall not be assigned to an individual on the basis of grade, rank, or position unless specified by the SECDEF as required use.
3. The DoD Components shall submit standardized requests for CONUS transportation. These requests should be submitted at least three days in advance and provide at least a two hour departure or arrival window.



The slide features a blue starburst logo on the left and a purple shield logo on the right. The title is centered at the top in a large, bold, black font. Below the title, there are four bullet points, each preceded by a black dot. The text is all in a bold, black font.

DoDD 4500.56
Use Of Government Aircraft
And Air Travel



- **Minimize Military Air Travel Costs**
- **Rank, Grade, Or Position Not Sole Criteria For Support**
- **“Required Use” Rules**
- **Commercial Schedule Requirements**

Joint Deployment Training Center

Slide 1-16. DoDD 4500.56 Policy on the Use of Government Aircraft and Air Travel

B. DoDD 4500.56 DoD Policy on the Use of Government Aircraft and Air Travel. This directive also applies to the Office of the Secretary of Defense, the Military Departments, the CJCS, the Combatant Commands, the Defense Agencies, and the DoD Components; basically everyone within the DoD. The objective of this directive is to make more effective use of DoD airlift resources and minimize costs. The current policy is the use of DoD transportation resources is limited to official DoD requirements.

1. Every effort should be made to minimize the military air costs associated with official DoD travel requests. Therefore, the type of aircraft used shall be based on minimum cost and size necessary to satisfy the mission requirement. Organizations shall not schedule training missions whose principal purpose is to accommodate the travel of senior DoD officials. Requesters should not try to specify a type of aircraft just to satisfy the “Boss.” Not everyone will get to travel in the C-21 or C-35 jet aircraft.
2. Once again, this directive specifies that rank, grade, or position alone are not sufficient to justify support of military air requests.
3. This directive covers the “required use” rules. The SECDEF has designated as “required use” travelers for official travel only the Deputy Secretary of Defense; the Secretaries of the Military Departments; the Vice Chairman and Joint Chiefs of Staff; the Commanders of the Combatant Commands; and four-star general and/or flag officers. Retired four-star general and/or flag officers traveling on official business for the DoD are not “required use” travelers. The Services may apply more stringent restrictions to general and/or flag officers within their Services. Not all four star general and/or flag officers are required use travelers.
4. Requests for official travel using military air should be submitted in writing to the appropriate authorizing official and should not be approved if commercial airline service is reasonably available. This usually means the commercial schedule needs to be checked to see if the traveler’s requirements can be supported within a 24 hour period. This requirement does not preclude using military air if an emergency exists, there is a clear and present danger, if military air is more cost-effective, or other compelling operational considerations make commercial transportation unacceptable. If a request meets these requirements, the request for support must document whether commercial service is reasonably available and if not, why.



DoDD 4515.13-R

Air Transportation Eligibility

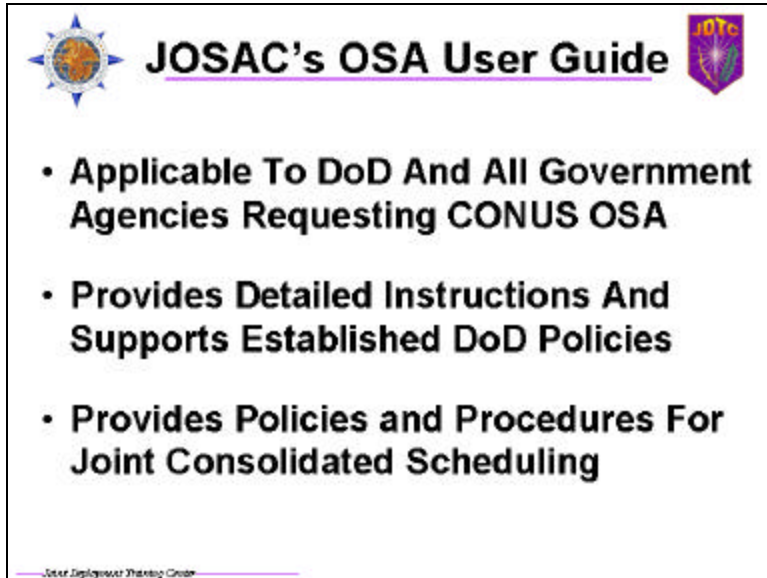
- **USTRANSCOM Appointed As The Single DoD Transportation Manager**
- **Requests Must Be Submitted Properly (IAW DoDD 4500.43)**
- **Generally Limited To DoD Airlift Requirements**



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Slide 1-17. DoD 4515.13-R Air Transportation Eligibility

C. DoD 4515.13-R Air Transportation Eligibility. This regulation also applies to the Office of the Secretary of Defense, the Military Departments, the CJCS, the Combatant Commands, the Defense Agencies, and the DoD Components; basically everyone within the DoD. Its purpose is to implement DoD policies governing the use of DoD owned or controlled aircraft and establishes criteria for passenger and cargo movement.

1. USTRANSCOM has been appointed as the DoD single manager for transportation. As such, USTRANSCOM is responsible for the acceptance, movement, and proper accounting of all traffic tendered to it and is responsible for issuing any supplementary guidance or instructions necessary to ensure the requirements and policies specified in this regulation remain responsive to mission requirements.
2. One of the key points of this regulation is that unit aircraft shall not be used to transport DoD passengers and cargo unless they have been properly requested following the rules in DoDD 4500.43. This prevents units from transporting passengers using the “good-old-boy” network and prevents abuses of the system.
3. DoD air transportation is generally limited to DoD passengers and cargo. Other official Government requests for travel must follow specific procedures listed in this regulation if there is a justifiable reason they need to travel using military aircraft. Being an employee of the Government does not mean they are authorized travel via OSA aircraft. Once the approval has been granted, validators within the OSA system must include the approval information in the request remarks section. Each exception should be researched and documented individually.



 **JOSAC's OSA User Guide** 

- **Applicable To DoD And All Government Agencies Requesting CONUS OSA**
- **Provides Detailed Instructions And Supports Established DoD Policies**
- **Provides Policies and Procedures For Joint Consolidated Scheduling**

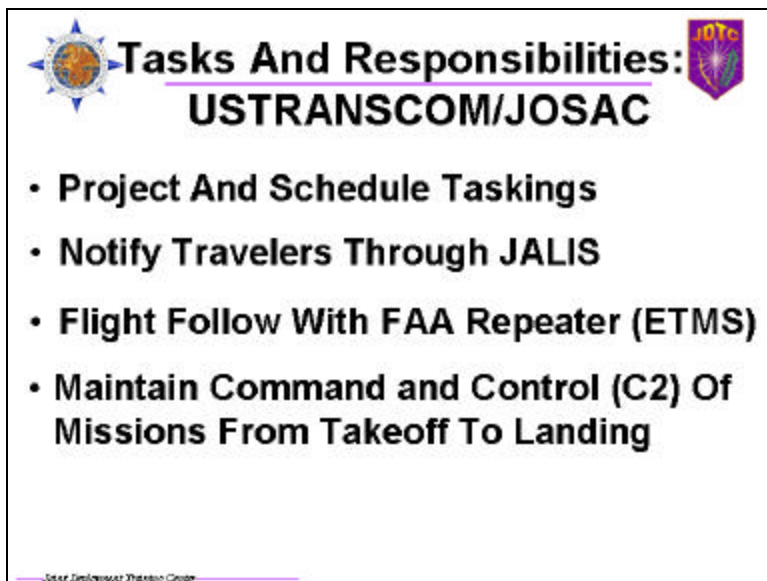
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Slide 1-18. JOSAC's OSA User Guide

D. JOSAC's OSA User Guide. This guide is published by JOSAC and is applicable to all DoD components and governmental agencies requesting or using CONUS OSA. It serves as a reference for JOSAC schedulers, airlift requesters, Service validators, and flying units. It provides detailed instructions and supports established policies as outlined in the three previously mentioned DoD publications.

Transition. Each of the stakeholders within the OSA system has distinct roles to perform. Now that the basic rules have been identified, you will see how these rules apply to each group's role.

VI. Fundamental Roles. There are four distinct groups with basic roles to play in the mission of OSA: USTRANSCOM, Service, flying unit, and requester/validator.



 **Tasks And Responsibilities:** 
USTRANSCOM/JOSAC

- **Project And Schedule Taskings**
- **Notify Travelers Through JALIS**
- **Flight Follow With FAA Repeater (ETMS)**
- **Maintain Command and Control (C2) Of Missions From Takeoff To Landing**


Joint Deployment Training Center

Slide 1-19. Tasks and Responsibilities: USTRANSCOM/JOSAC

Operational Support Airlift (OSA): Background and Concept of Operations

A. USTRANSCOM/JOSAC Role. USTRANSCOM TCJ3-OJ (JOSAC) provides centralized control and is responsible for maximizing the use of available CONUS OSA assets by programming, planning, scheduling, modifying, executing, and tracking CONUS OSA missions.

1. JOSAC will task OSA flying units to meet standard, supplemental, and alert requirements.
2. JOSAC will notify customers via JALIS as soon as possible of supported or regretted (non-supported) requests. D-10 for large requests and D-4 for small requests are the not later than (NLT) notification dates.
3. All CONUS OSA passenger and cargo carrying missions, excluding those exempted as defined in DoD Directive 4500.43, will be scheduled, executed, and monitored by JOSAC.
4. USTRANSCOM, through JOSAC, will maintain command and control (C2) from take off to landing.



Tasks And Responsibilities: Services

- **Provide Aviation Resources**
- **Validate Requests**
- **Respond To Inflight Emergencies**
- **Coordinate Mission Changes**
- **C2 Of Non-OSA Actions**
- **Organize, Train & Equip (Title 10)**
- **Maintain Reference Files**

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Slide 1-20. Tasks and Responsibilities: Services

B. Service Role. Services retain full responsibility for the planning, programming, and budgeting for each M/D/S flying hour program.

1. Services will allocate actual monthly flying hours IAW Service directives.
2. Each Service will determine who accomplishes validation of OSA requests. The details will be covered in Lesson 3.
3. A Service designated agency will respond to all aircraft emergencies encountered while supporting OSA missions.
4. Service validators will inform JOSAC of any required mission changes. This allows JOSAC to provide support for any affected passengers.
5. Services retain command and control of maintenance and training missions not available for passenger/cargo support.
6. Services will continue to organize, train, and equip their respective flying units that support JOSAC missions.

Operational Support Airlift (OSA): Background and Concept of Operations

7. Services are allowed to use their current practices and data processing software in support of their aircrew and aircraft reference files.



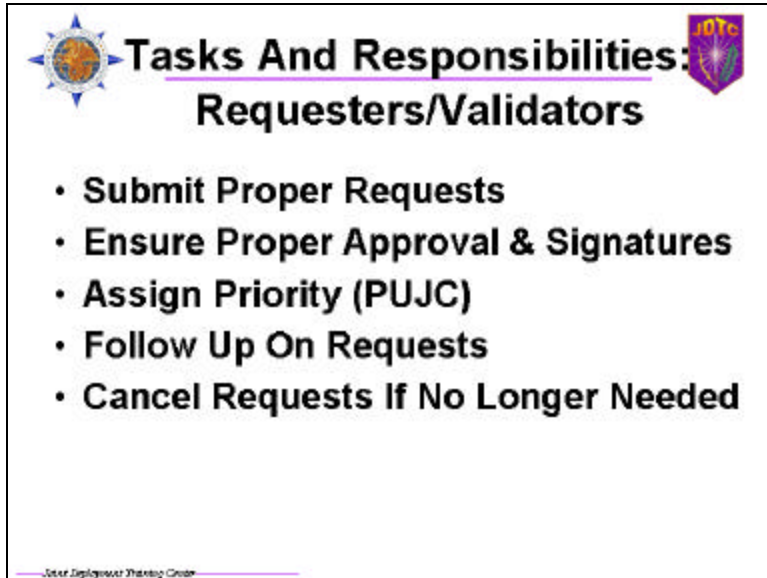
Tasks And Responsibilities: OSA Flying Units

- **Receive Taskings From JOSAC**
- **Generate Assets To Support Mission**
- **Coordinate Changes With JOSAC**
- **Execute The OSA Mission**
- **Stand OSA Alert**
- **Post Mission Reporting (LFR & AER)**
- **Identify Apparent Abuses To JOSAC**

Joint Deployment Training Center**Slide 1-21. Tasks and Responsibilities: OSA Flying Units**

C. **Flying Unit Role.** The Flying unit is the decentralized mission execution arm of OSA.

1. Each OSA flying unit may receive its taskings from JOSAC either telephonically or electronically.
2. Flying units are responsible for selecting and generating a specific number of aircraft and crews to support taskings as scheduled by JOSAC. Although tail numbers are required in JALIS, the unit focus is to generate the airframe.
3. Crews will contact JOSAC with any issue involving changes to the printed schedule and/or customer support.
4. Units will ensure that accurate and timely OSA aircraft status is maintained in JALIS.
5. Units will fly the missions.
6. Units will stand alert when tasked.
7. Units will complete post mission reporting requirements (Logistic Flight Record (LFR) and Aviation Exception Report (AER)) in a complete and timely manner. These reports are the only place that information about what really happened is captured in JALIS. Additionally, the post mission report is the source for flight planning times in JALIS.
8. Aircrews are often in the best position to identify apparent abuses of the OSA system because they are out there in the trenches. Aircrews should notify JOSAC of anything that appears to be an abuse of the system, e. g. frequent no-shows at one location, so JOSAC can investigate.



Tasks And Responsibilities: Requesters/Validators

- Submit Proper Requests
- Ensure Proper Approval & Signatures
- Assign Priority (PUJC)
- Follow Up On Requests
- Cancel Requests If No Longer Needed

Joint Deployment Planning Guide

Slide 1-22. Tasks and Responsibilities: Requesters/Validators

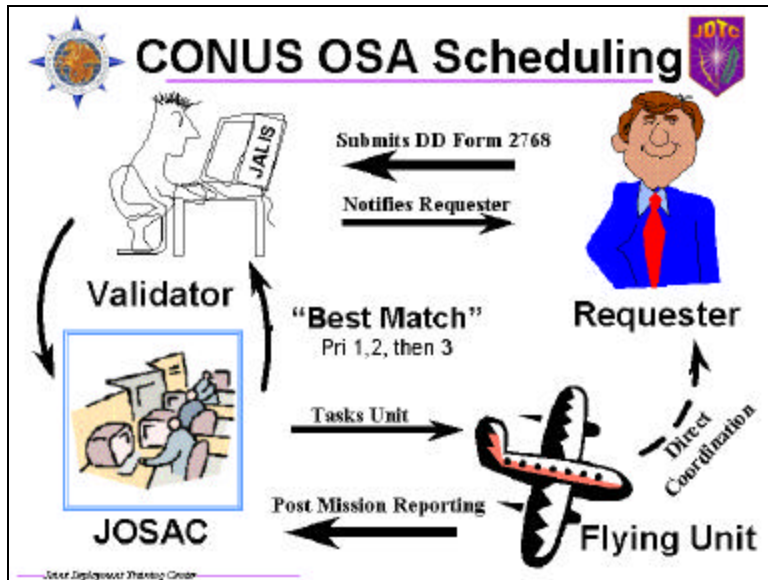
D. **Requester/Validator Role.** The request is the starting point for the whole scheduling process.

1. Requesters (customers) are responsible for submitting complete, accurate, approved requests to Service designated validators using the prescribed DoD format.
2. Validators will ensure requests are properly entered into JALIS with a PUJC code to allow JOSAC to schedule Service aircraft.
3. Validators will keep the requester/travelers informed of the status of their requests.
4. As soon as requesters determine they no longer require support, they should immediately cancel the request.

Transition. Now that you know the basic roles of all the players, you will look briefly at how it all fits together.

VII. CONUS OSA Scheduling Process. The scheduling process begins with the customer (requester/traveler) submitting a request for airlift to his Service validator. The validator enters the request into JALIS and assigns the PUJC to the request. The schedulers at JOSAC look at the unsatisfied request and available assets and match them to make the most effective and efficient missions possible, based on the priority of the requests. If the request cannot be scheduled, it is regretted and that information is posted into JALIS. The validator notifies the requester of non-support. If the request is scheduled on a mission, the validator is notified through JALIS and he notifies the requester. The unit tasked to fly the mission is also notified through JALIS of the tasking. The unit flying the mission then coordinates directly with the travelers to close the loop and work the final details. The final step in the process is the post mission reporting done by the flying units. This is the only place any actual information about the missions is captured in JALIS. This process is depicted in the following slide.

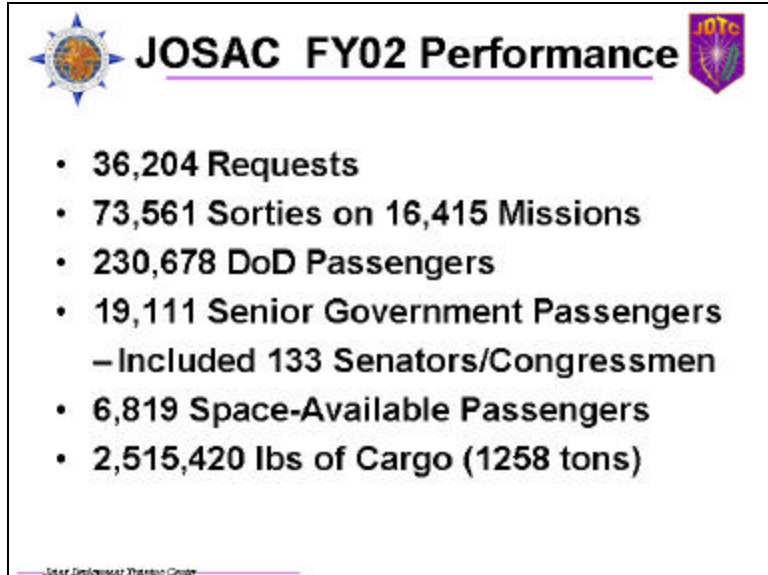
Operational Support Airlift (OSA): Background and Concept of Operations



Slide 1-23. CONUS OSA Scheduling

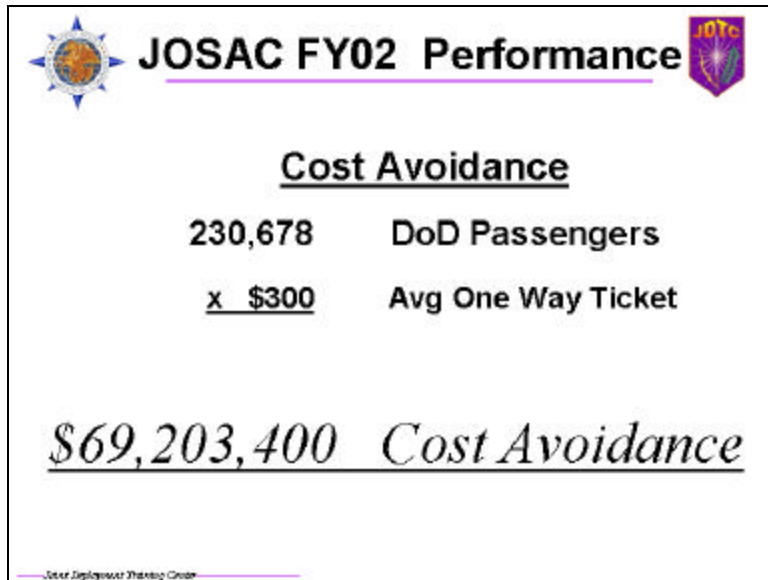
Objective Summary. It is important for you as a member of the OSA community to know what the responsibilities of the different players in the system are.

Transition. The following slide reflects the CONUS OSA statistics for FY02. This will give you a better perspective of the scope of the OSA operation directed by JOSAC. Note specifically the 230,000 plus passengers.



Slide 1-24. JOSAC FY02 Performance

Transition. The following slide shows that the DoD saved more than \$69 million in FY02 by using OSA. It also highlights that JOSAC really needs to make this system operate cleanly with no abuses or appearance of abuses.



JOSAC FY02 Performance

Cost Avoidance

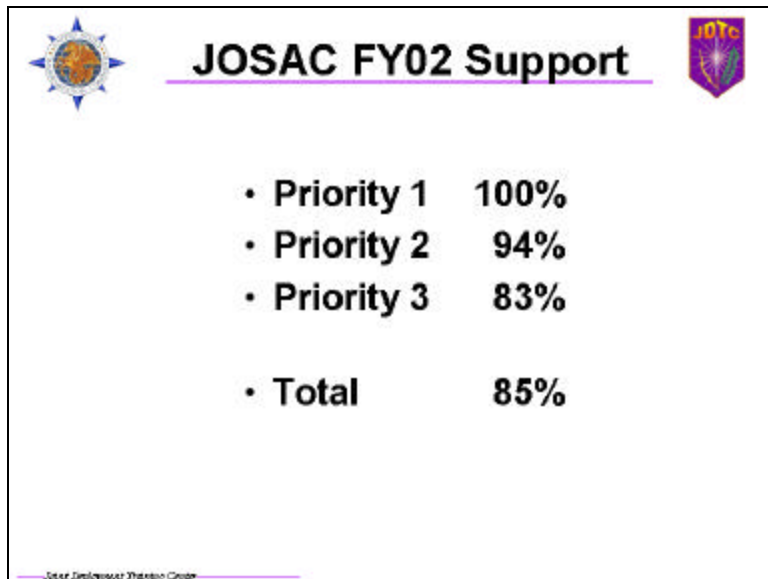
230,678	DoD Passengers
x \$300	Avg One Way Ticket

\$69,203,400 *Cost Avoidance*

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Slide 1-25. Cost Savings From Using OSA

Transition. The following slide shows JOSAC's support rates for FY02. Eighty-three percent is pretty good for routine travel. If you try to abuse the system and bump the request to priority 2 when it should be priority 3, it will most likely be regretted by JOSAC and your chances of support go to zero. The moral is, be honest and you stand a pretty good chance of getting supported.



JOSAC FY02 Support

• Priority 1	100%
• Priority 2	94%
• Priority 3	83%
• Total	85%

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Slide 1-26. JOSAC FY02 Support



We have covered...



- Purpose Of OSA
- Current Fleet Composition
- History Of OSA
- Individual Service Perspectives
- Evolution Of OSA Scheduling
- OSA Tasks And Responsibilities

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Slide 1-27. We have covered...

Lesson Summary. You have learned the various roles and responsibilities of the JOSAC, the Services, validators, and the flying units. This will provide you with the necessary background to further your understanding of JALIS and the Joint Scheduling Arena.

Remotivation. You must understand the roots of the system and the baggage that comes from each Service's history in order to understand the dynamics of the system you are about to study. This is the ground floor, a system built by committee trying to satisfy all parochial interests while reaching for service and efficiency to the customer. You are the future of this mission.

Closure. Your careful attention is needed for progress to be made and a true joint system to be created and maintained.